



J. TYLER McCAULEY  
AUDITOR-CONTROLLER

**COUNTY OF LOS ANGELES  
DEPARTMENT OF AUDITOR-CONTROLLER**

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July 20, 2006

TO: Mayor Michael D. Antonovich  
Supervisor Gloria Molina  
Supervisor Yvonne B. Burke  
Supervisor Zev Yaroslavsky  
Supervisor Don Knabe

FROM: J. Tyler McCauley   
Auditor-Controller

SUBJECT: **GROUP HOME PROGRAM MONITORING REPORT – TARZANA  
TREATMENT CENTER GROUP HOME, INCORPORATED: TARZANA  
TREATMENT CENTER**

We have completed a review of Tarzana Treatment Center Group Home (Group Home or Agency) operated by Tarzana Treatment Center, Incorporated. The Group Home contracts with the Department of Children and Family Services (DCFS) and the Probation Department (Probation).

Tarzana Treatment Center Group Home is a 40-bed facility, which provides care for boys and girls ages 12-17 years who exhibit behavioral, social, and emotional difficulties. At the time of the monitoring visit, Tarzana Treatment Center was providing services for six Los Angeles County DCFS children, five Los Angeles County Probation children, and twenty privately placed children.

Tarzana Treatment Center Group Home is located in the Fifth District.

**Scope of Review**

The purpose of the review is to determine whether the Agency is providing the services as outlined in their Program Statement. Additionally, the review covers basic child safety and licensing issues, and includes an evaluation of the Agency's Program Statement, internal policies and procedures, child case records, a facility inspection, and interviews with children placed in the Group Home at the time of the review. Interviews with children are designed to obtain their perspectives on the program

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services provided by the Agency, and to ensure adherence to the Foster Youth Bill of Rights.

### **Summary of Findings**

Generally, the Agency is providing the services as outlined in their Program Statement. The Agency needs to address the following deficient areas:

Tarzana Treatment Center Group Home needs to remove graffiti from the facility; repair or replace the washing machine; provide mattress pads for all beds and replace a damaged mattress; provide children with access to computers; include placement workers in the development and implementation of the Needs and Services Plans; provide all age-appropriate children with emancipation and vocational training programs; provide children with opportunities to participate in extra-curricular activities; maintain current court authorizations and documentation of monthly evaluations for all children taking psychotropic medications.

Additionally, the Group Home needs to provide appropriate supervision at all times; ensure that all staff treat children with fairness, respect, and dignity; provide children with the required minimum weekly allowance; and encourage and assist children in creating and maintaining photo albums/life books.

Attached is a detailed report of the review.

### **Review of Report**

We discussed our report with the Agency's management. In response to the recommendations made in the report, the Agency's management completed a corrective action plan (attached) which we approved. We thank the management and staff for their cooperation during our review.

If you have any questions, please contact me, or have your staff contact Mike Pirolo at (626) 293-1110.

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[http://auditor.co.la.ca.us/group\\_home.asp](http://auditor.co.la.ca.us/group_home.asp)

### **Attachments**

c: David E. Janssen, Chief Administrative Officer  
David Sanders, Ph.D., Director, DCFS  
Robert B. Taylor, Chief Probation Officer  
Stewart Sokol, Youth Services Director, Tarzana Treatment Center  
Public Information Office  
Audit Committee

**Tarzana Treatment Center, Incorporated  
Tarzana Treatment Center  
44447-C 10 Street West  
Lancaster, California 93534  
Phone: (661) 726-2630  
License Number: 197604421  
Rate Classification Level: 12**

**I. Facility and Environment**

**Method of assessment – Observation**

**Comments:**

Tarzana Treatment Center Home is located in a residential community. The exterior of the Group Home is well maintained. The front and back yards are clean and adequately landscaped.

Overall, the interior of the Group Home is well maintained. The common quarters are neat and clean. There is adequate lighting in the Group Home. The ceilings above the showers are marked with graffiti. One of the washing machines is broken.

Children's rooms are orderly and have age-appropriate personalized decorations. However, there is graffiti on the bulletin boards and in the closets. There is adequate furniture, lighting, and storage space. Window coverings and window screens are in good repair. Children's sleeping arrangements are appropriate; however, the beds do not have mattress pads, and a mattress in bedroom 163 is torn.

The Group Home maintains age appropriate and accessible recreational equipment. There are also board games, a TV, and a VCR/DVD player. Books and resource materials are also available. However, the children do not have access to computers.

The Group Home maintains a sufficient supply of perishable and non perishable foods.

**Recommendations**

**1. Tarzana Treatment Center management:**

- a. Remove all graffiti from the facility.**
- b. Repair or replace the washing machine.**
- c. Provide mattress pads for all beds.**
- d. Replace the mattress in bedroom 163.**

- e. Provide computers with a variety of programs for the children's use.

## **II. Program Services**

**Method of assessment – Review of relevant documents and interviews**

**Sample size for interviews: Four**

### **Comments:**

Children meet the Group Home's population criteria as outlined in their Program Statement. Children are assessed for needed services within thirty days of placement.

The treatment team develops and implements the Needs and Services Plans (NSPs) with input from the child; however, the placement workers are not included as part of the treatment team. The NSPs are current, comprehensive, and include short and long term goals.

Case files reflect adequate documentation to show that children are receiving treatment services.

### **Recommendation**

2. Tarzana Treatment Center management include placement workers in the development and implementation of the Needs and Services Plans.

## **III. Educational and Emancipation Services**

**Method of assessment – Review of relevant documents and interviews**

**Sample size for interviews: Four**

### **Comments:**

Children are attending school. Children are provided with educational support and resources to meet their educational needs, and are progressing satisfactorily in school. The Group Home's program includes the development of children's daily living, self-help, and survival skills. However, one child has not been provided with opportunities to participate in emancipation and vocational training programs.

**Recommendation**

3. Tarzana Treatment Center management provide all age-appropriate children with emancipation and vocational training programs.

**IV. Recreation and Activities**

**Method of assessment – Review of relevant documents and interviews**

**Sample size for interviews: Four**

**Comments:**

The Group Home provides children with sufficient recreational activities and leisure time. Children are provided with opportunities to participate in planning activities. The Group Home provides transportation to and from the activities. However, children are not provided with sufficient opportunities to participate in extra-curricular, enrichment, and social activities in which they have an interest.

**Recommendation**

4. Tarzana Treatment Center management provide children with additional opportunities to participate in extra-curricular and social activities in which they have an interest.

**V. Psychotropic Medication**

**Method of assessment – Review of relevant documents**

**Comments:**

The Group Home does not have current court authorizations for three of the children taking psychotropic medications, and one child is not routinely seen by the prescribing psychiatrist.

Children are informed about their psychotropic medication, and are aware of their right to refuse medication.

Medication distribution logs are properly maintained.

**Recommendations****5. Tarzana Treatment Center management:**

- a. **Maintain current court authorizations for all children taking psychotropic medications.**
- b. **Maintain documentation that all children taking psychotropic medications are routinely seen by the prescribing psychiatrist.**

**VI. Personal Rights****Method of assessment –Interviews with children**

**Sample size for interviews: Four**

**Comments:**

Children are informed about the Group Home's policies and procedures. Children report they feel safe in the Group Home. Overall, children express satisfaction with the quality of their interactions with staff, and report that most of the staff treats them with respect and dignity; however, one child reports that one of the staff is unfair and talks down to him. The Group Home does not always provide children with the required number of staff for supervision.

Children report that they are assigned chores that are reasonable and not too demanding. Children make and receive personal telephone calls, send and receive unopened mail, and have private visitors. Children are able to attend religious services of their choice.

Children report that the discipline policies are consistently enforced and that there are fair and appropriate consequences for inappropriate behavior.

Overall, children report satisfaction with meals and snacks.

Children receive voluntary medical, dental, and psychiatric care.

**Recommendations****6. Tarzana Treatment Center management:**

- a. **Ensure that all the staff treat each child with fairness, respect and dignity, and monitor staffs' interactions with children.**
- b. **Provide the required number of supervisory staff at all times.**

## **VII. Clothing and Allowance**

### **Method of assessment – Review of relevant documents and interviews**

**Sample size for interviews: Four**

#### **Comments:**

The Group Home provides appropriate clothing, items of necessity, and the required \$50 monthly clothing allowance to children. Children are provided with opportunities to select their own clothes. Clothing provided to children is of good quality and of sufficient quantity.

Children spend their allowances as they choose. However, the Group Home does not provide children with the required minimum weekly allowance.

The Group Home provides children with adequate personal care items.

Children are not encouraged or assisted in creating and maintaining photo albums/life books.

### **Recommendations**

#### **7. Tarzana Treatment Center management:**

- a. Provide children with the required minimum weekly allowance.**
- b. Encourage and assist children in creating and maintaining photo albums/life books.**

Tarzana Treatment Centers  
44447 C.N. 10th Street West  
Lancaster, CA 93534  
Group Home CAP April 2006

Auditors Findings	Recommendation	Implemented or not Implemented	Plan to ensure future Compliance	Date Completed	Person responsible for Implementation and Quality Assurance
1) TTC needs to provide a more home like environment by removing all graffiti repair the washing machine, provide mattress pads for beds, replaced damaged mattresses, provide youth with readily accessible computers	TTC needs to provide a more home like environment by removing all graffiti repair the washing machine, provide mattress pads for beds, replaced damaged mattresses, provide youth with readily accessible computers.	Partially Implemented	TTC has developed a unit inspection checklist that is completed every day by childcare staff. This checklist includes a detailed room inspection for all rooms on the unit. The Operations Supervisor is responsible for completing the Weekly Unit inspection forms and reporting and any damage to the unit or repairs to the maintenance team, via the maintenance request log.	Inspection system implemented May 1, 2006. Washing machine repaired renovations to be completed June 15, 2006. Mattress pads ordered and expected by June 1, 2006	Operations supervisor
			The broken washing machine has been fixed.		
			The damaged mattresses have been discarded and replaced with new mattresses. Mattress pads have been ordered but we have not yet received them. They are scheduled to be delivered by June 5, 2006.	Corrected May 8, 2006.	
			Two computers have been ordered through our IT department. These computers are going to be installed in the classroom for youth to use as needed.	Estimated delivery and set-up date is May 23, 2006.	

Completed by: *Danette Green*



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2) Placement workers are not included as part of the treatment team in the development and implementation of the Needs and Services Plan.	Placement workers are not included as part of the treatment team in the development and implementation of the Needs and Services Plan.	Implemented	Counselors have been re-trained on the proper procedures for integrating placement workers into the treatment team and development and implementation of the Needs and Services Plan. Counselors will invite the assigned social worker and/or probation officer to all treatment updates. Those communications are documented in the youth's chart. This documentation of these sessions or invitations are monitored by the Clinical Supervisor and by the Operations Supervisor during monthly chart audits.	Corrected 5/1/2006	Clinical Supervisor
3) One child has not been provided the opportunity to participate in emancipation and vocational programs.	Tarzana Treatment Centers management provide all age-appropriate children with emancipation and vocational programs	Implemented	TTC has developed a life skills group on Tuesday and Wednesday afternoon to address training in developing skills our youth needs everyday. We are adding the computers in the classroom so that the youth can job search and/or explore other educational or vocational opportunities (i.e., military, college, junior college etc.) We have integrated a system for support staff to assist youth in applying for driver's licenses and opening bank accounts. We have a contact with a school that offers GED completion if needed.	Implemented 5/1/2006	Senior Supervisor Operations Supervisor

Completed by: Duane Green

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Group Home CAP- April 2006

			We are in the process of contacting Independent Living Programs to refer out youth into those programs if needed.	Completion by June 15, 2006	
4) Children are unable to access or participate in extra-curricular, enrichment, and social activities in which they have an interest.	TTC management provide all children with extra-curricular and social activities in which they have an interest.	Implemented	TTC has trained our counselors to assess each child's interest in extra curricular and social activities. TTC management will facilitate locating the activity and arranging for the child's participation on a regular basis. This includes registration for the activity, providing transportation, and attending activities to support the youth. This documentation of these activities are monitored by the Clinical Supervisor and by the Operations Supervisor during the monthly chart audits.	May 1, 2006	Clinical Supervisor and Operations Supervisor

Completed by: Denise Kline

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Lancaster, CA 93314

Group Home CAP April 2008

<p>5) Children do not have current court authorizations for psychotropic medication, and children are not routinely seen by the prescribing psychiatrist.</p>	<p>7) TC management a) maintain current court authorizations for all children who are prescribed psychotropic medication b) maintain documentation that all children on psychotropic medication are routinely seen by the prescribing psychiatrist.</p>	<p>implemented</p>	<p>Youth are scheduled to see the psychiatrist once a month as required. The psychiatrist's notes are documented on a progress note and include the date the child was seen, the purpose of the visit, and how the child is doing. The counselors have been trained to submit all psychotropic medication authorizations to the court. They have also been trained to keep a copy of the authorization form and successful fax transmission sheet in the chart. This is monitored by the Clinical Supervisor during supervision and by the Operations Supervisor during monthly chart audits. Counselors will follow-up within two weeks if the form has not been returned signed off by the judge/court. Any and all attempts to including re-sending the report or phone calls will be documented in the chart.</p>	<p>May 1, 2008</p>	<p>Clinical Supervisor and Operations Supervisor</p>
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Completed by: *Diana Jones*

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Group Home CAP April 2006

6) The Group Home does not provide the childcare worker per child staffing ratio of one to three and one child reports that one staff is unfair and talks down to him	TTC management is to a) provide appropriate supervision at all times b) ensure that staff treats children with fairness, respect, and dignity c) inform the children of the ability to make suggestions regarding menu items	Not Implemented	TTC has hired additional childcare and counseling staff. We will continue to hire staff until we have met the one to three ratio. The staff have been trained regarding treating children with fairness and dignity. The particular staff member referenced has been written up, and will be closely monitored for other examples of dignity and fairness. We will contact our dietician to include suggestions for the menu from the youth	June 1, 2006	Senior Supervisor and Operations Supervisor
7) The Group Home does not provide children with the required minimum weekly allowance, and are not encouraged and assisted in creating and maintaining photo albums/life books	TTC management provide all children with the required minimum weekly allowance, and encourage and assist all children in creating and updating photo albums/life books	Partially Implemented	TTC management provides children with the minimum allowance but has developed a system in conjunction with our Fiscal Department to provide allowance on a weekly basis. We will order supplies to assist children in creating photo albums/life books.	June 1, 2006	Senior Supervisor and Operations Supervisor
TTC needs to create a home like environment for our group home youth	TTC should create a lounge area, library or study area.	Not Implemented	TTC will divide the classroom into two sections and will purchase two couches. The room already has a TV and DVD/VCR player in that area. This area will be used as a lounge area for the children.	June 15, 2006	Senior Supervisor and Operations Supervisor
Completed by <i>[Signature]</i>					